Field Manual
No. 12-6

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 9 September 1994

PERSONNEL DOCTRINE

TABLE OF CONTENTS

	Page
PREFACE	xiii
INTRODUCTION	xiv
PART 1 PERSONNEL SYSTEMS AND FUNCTIONS	I-1
Introduction	I-1
CHAPTER 1 PERSONNEL READINESS MANAGEMENT	1-1
MISSION	1-1
PROPONENCY	1-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	1-1
PRINCIPLES OF SUPPORT	1-2
Personnel Requirements Reporting	1-2
Personnel Readiness Requirements	1-2
Requirements Identification	1-3
Reconstitution	1-4
INITIAL FOCUS	1-5
BATTLEFIELD FLOW	1-5
RESPONSIBILITIES	1-6
Battalion	1-6
Brigade	1-7
Division	1-7
Corps	1-7
Theater PERSCOM	1-8
Installations	1-9
MACOM	1-9
USTA PERSCOM	1-9
INFORMATION REQUIREMENTS	1-9
CHAPTER 2 PERSONNEL ACCOUNTING AND STRENGTH REPORTING	2-1
MISSION	2-1
PROPONENCY	2-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	2-1
PRINCIPLES OF SUPPORT	2-3
Accountability	2-3
Strength Reporting	2-3
Command Strength Reports	2-4

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

*This publication supersedes FM 12-6, 23 August 1989.

	Page
Task Organization	2-9
INITIAL FOCUS	2-10
BATTLEFIELD FLOW	2-10
RESPONSIBILITIES	2-10
Battalion	2-10
Brigade	2-10
Personnel Services Battalion	2-10
Division	2-10
Corps	2-10
Theater PERSCOM	2-12
Installations	2-12
USTA PERSCOM	2-12
MANPOWER	2-12
INFORMATION REQUIREMENTS	2-13
CHAPTER 3 CASUALTY OPERATIONS MANAGEMENT	3-1
MISSION	3-1
PROPONENCY	3-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	3-3
PRINCIPLES OF SUPPORT	3-3
The Casualty System	3-4
Casualty Information Requirements	3-4
Personnel Accounting	3-4
Casualty Liaison Teams	3-5
Confidentiality and Sensitivity	3-5
Mortuary Affairs and Personal Effects	3-6
RESPONSIBILITIES	3-6
Battalion	3-6
Brigade	3-6
Division	3-7
Personnel Services Battalion	3-7
Corps	3-7
Theater PERSCOM	3-8
Casualty Area Commands	3-9
USTA PERSCOM	3-9
MANPOWER	3-9
INFORMATION REQUIREMENTS	3-9
CHAPTER 4 REPLACEMENT MANAGEMENT	4-1
MISSION	4-1
PROPONENCY	4-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	4-1

	Page
PRINCIPLES OF SUPPORT	4-6
Replacements	4-6
Training	4-6
Personnel Accounting	4-7
INITIAL FOCUS	4-7
Interim Replacement Channel	4-7
CONUS Replacement Centers	4-7
RESPONSIBILITIES	4-7
Battalion	4-8
Brigade	4-8
Division	4-9
Corps	4-9
Theater PERSCOM	4-9
Installations	4-9
Sustaining Base	4-9
FORSCOM	4-9
TRADOC	4-9
USTA PERSCOM	4-9
INFORMATION REQUIREMENTS	4-10
LOGISTICAL SUPPORT	4-10
CHAPTER 5 PERSONNEL INFORMATION MANAGEMENT	5-1
MISSION	5-1
Manual Personnel Records	5-1
Electronic Personnel Records	5-1
TAPDB	5-2
PROPONENCY	5-3
DOCTRINAL REQUIREMENTS AND STANDARDS OF SERVICE	5-3
Information Flow	5-2
SIDPERS 3.0	5-3
Processing	5-3
Information Flow	5-3
Contingency Data Base	5-4
Equipment	5-4
Interfaces	5-4
SIDPERS 2.75	5-4
Information Flow	5-4
Processing	5-6
Contingency Data Base	5-7
INITIAL FOCUS	5-8
RESPONSIBILITIES	5-8
Systemic Network	5-8

	Page
Battalion	5-8
Brigade	5-9
Division	5-10
Personnel Services Battalion	5-10
Personnel Group/Corps AG	5-10
TAACOM AG	5-11
Theater PERSCOM	5-11
Sustaining Base	5-11
USTA PERSCOM	5-11
MANPOWER	5-11
Data Collection	5-11
SIDPERS 2.75 Data Bases	5-12
The MPRJ	5-12
CHAPTER 6 POSTAL OPERATIONS MANAGEMENT	6-1
MISSION	6-1
PROPONENCY	6-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	6-1
Finance Services	6-3
Redirect Services	6-4
Casualty Mail	6-4
Enemy Prisoners of War Mail	6-5
International Mail	6-6
Host Nation Support	6-6
Contaminated/Suspicious Mail	6-6
Information, Communication, and Automation Requirements	6-6
Transportation Requirements	6-7
Equipment Requirements	6-7
Planning Requirements	6-8
INITIAL FOCUS	6-8
ORGANIZATION ON THE BATTLEFIELD	6-9
BATTLEFIELD FLOW	6-9
RESPONSIBILITIES	6-10
Mail Clerks	6-10
Battalion	6-12
Brigade	6-12
Division	6-12
Personnel Services Battalion	6-13
Personnel Group	6-13
Corps	6-13
Theater PERSCOM	6-14

	Page
MACOM	6-14
Unified Commander	6-14
MPSA	6-14
JMPA	6-14
CHAPTER 7 MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT	7-1
MISSION	7-1
Morale, Welfare, and Recreation	7-1
American Red Cross	7-1
Family Support	7-2
Army and Air Force Exchange Service (AAFES)	7-3
PROPONENCY	7-4
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	7-4
C TO C+30	7-5
C+30 TO C+60	7-5
C+60 TO C+120	7-6
REDEPLOYMENT	7-6
RESPONSIBILITIES	7-7
Company/Battalion	7-7
Brigade	7-8
Division	7-8
Corps	7-8
Theater	7-9
Installation	7-9
CHAPTER 8 ESSENTIAL PERSONNEL SERVICES	8-1
PROPONENCY	8-1
MISSIONS AND DOCTRINAL REQUIREMENTS	8-1
Awards and Decorations	8-1
Noncommissioned Officer Evaluations	8-2
Officer Evaluations	8-2
Enlisted Promotions and Reductions	8-2
Officer Promotions	8-2
Transfers and Discharges	8-2
Identification Documents	8-3
Leaves and Passes	8-3
Line of Duty Investigations	8-3
Officer Procurement	8-3
Retention	8-4
Recruiting	8-4
Reclassification	8-4

	Page
CHAPTER 9 PERSONNEL SUPPORT TO CIVILIANS	9-1
MISSION	9-1
PROPONENCY	9-1
DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT	9-2
Personnel Readiness Management	9-2
Personnel Accounting and Strength Reporting	9-2
Casualty Operations Management	9-2
Replacement Management	9-2
Personnel Information Management	9-3
Postal Operations Management	9-3
Morale, Welfare, and Recreation and Community Support	9-4
Essential Personnel Services	9-4
MOBILIZATION AND DEPLOYMENT	9-4
EMERGENCY-ESSENTIAL POSITIONS	9-4
REDEPLOYMENT	9-5
RESPONSIBILITIES	9-5
Unit	9-5
Installations	9-5
Human Resource Directorate	9-6
MACOM	9-6
USTA PERSCOM	9-6
HQDA, DCSPER	9-7
Army Contracting Agencies	9-7
OTHER CATEGORIES OF CIVILIANS	9-7
PART 2 PERSONNEL ORGANIZATIONAL STRUCTURE	
Introduction	I-1
CHAPTER 10 BATTALION	10-1
RESPONSIBILITIES	10-1
ORGANIZATION AND FUNCTIONS	10-1
EMPLOYMENT	10-1
COMMUNICATIONS	10-4
CHAPTER 11 BRIGADE	11-1
RESPONSIBILITIES	11-1
EMPLOYMENT	11-2
COMMUNICATIONS	11-2
CHAPTER 12 DIVISION	12-1
GENERAL RESPONSIBILITIES	12-1
DIVISION G1 PROGRAMS	12-1
Morale, Welfare, and Recreation	12-1
Alcohol and Drug Abuse Prevention and Control	12-1

	Page
Equal Opportunity	12-1
Safety	12-2
ORGANIZATIONAL STRUCTURE	12-2
Division Personnel Management Center	12-3
Personnel Readiness Branch	12-3
Replacement Section	12-4
Personnel Operations Branch	12-4
EMPLOYMENT and CONTINGENCY OPERATIONS	12-4
COMMUNICATIONS	12-4
CHAPTER 13 CORPS	13-1
RESPONSIBILITIES	13-1
Corps G1	13-1
Corps Adjutant General	13-1
CORPS G1 PROGRAMS	13-1
Morale, Welfare, and Recreation	13-1
Alcohol and Drug Abuse Prevention and Control	13-1
Equal Opportunity	13-2
Safety	13-2
CORPS PERSONNEL MANAGEMENT CENTER	13-3
PERSONNEL OPERATIONS DIVISION	13-3
Personnel Readiness Management Branch	13-4
Staff Actions Branch	13-4
Personnel Automation Branch	13-4
EMPLOYMENT	13-4
COMMUNICATIONS	13-4
CHAPTER 14 THEATER ARMY/ASCC	14-1
RESPONSIBILITIES	14-1
THEATER DCSPER PROGRAMS	14-1
Morale, Welfare, and Recreation	14-1
Alcohol and Drug Abuse Prevention and Control	14-1
Equal Opportunity	14-2
Safety	14-2
Total Army Retention	14--3
THEATER PERSONNEL MANAGEMENT CENTER	14-3
Replacement Directorate	14-3
Personnel Services Directorate	14-3
Personnel Operations Directorate	14-4
Postal Directorate	14-4
EMPLOYMENT	14-4
COMMUNICATIONS	14-4

	Page
CHAPTER 15 POSTAL COMPANIES	15-1
ORGANIZATION	15-1
POSTAL COMPANY HEADQUARTERS	15-1
Mission	15-1
Employment	15-2
Critical Tasks	15-2
Mobility Statement	15-3
POSTAL PLATOONS	15-3
POSTAL OPERATIONS PLATOONS	15-3
Mission	15-3
Employment	15-3
Organization	15-4
Critical Tasks	15-4
Mobility Statement	15-4
POSTAL SERVICES PLATOONS	15-4
Mission	15-4
Employment	15-5
Organization	15-5
Critical Tasks	15-5
Mobility Statement	15-5
CHAPTER 16 REPLACEMENT BATTALIONS & COMPANIES	16-1
GENERAL	16-1
MISSION	16-1
ORGANIZATION AND FUNCTIONS	16-1
EMPLOYMENT	16-3
OPERATIONAL SUPPORT	16-3
MOBILITY STATEMENT	16-4
COMMUNICATIONS	16-4
CHAPTER 17 CONUS REPLACEMENT CENTERS	17-1
GENERAL	17-1
MISSION	17-1
CRITICAL TASKS	17-1
ORGANIZATION	17-2
EMPLOYMENT	17-2
CAPACITY	17-2
CHAPTER 18 RECEPTION BATTALIONS	
MISSION	18-1
RESPONSIBILITIES	18-1
BASOPS SUPPORT	18-1
ORGANIZATIONS AND FUNCTIONS	18-2

	Page
CHAPTER 19 BANDS	19-1
GENERAL	19-1
MISSION	19-1
DOCTRINAL REQUIREMENTS	19-1
EMPLOYMENT	19-1
National Support	19-2
General Support	19-2
Direct Support	19-2
MOBILITY STATEMENT	19-2
BAND DOCTRINE	19-2
CHAPTER 20 PERSONNEL SERVICES BATTALIONS	20-1
MISSION	20-1
COMMANDER'S ROLE	20-1
CRITICAL TASKS	20-1
ORGANIZATION AND FUNCTIONS	20-1
Headquarters	20-1
Modular Structure	20-1
FUNCTIONAL DETACHMENT STRUCTURE	20-3
MISSION CAPABILITY	20-3
EMPLOYMENT	20-3
DEPLOYMENT OPTIONS	20-4
OPERATIONAL SUPPORT	20-4
COMMUNICATIONS	20-4
MOBILITY STATEMENT	20-4
PERSONNEL DETACHMENT	20-4
Mission	20-5
Commander's Role	20-5
Critical Tasks	20-5
Organization	20-5
Employment	20-5
Operational Support	20-6
Deployment Options	20-7
Communications	20-7
PERSONNEL SERVICE COMPANY	20-7
Organization and Functions	20-7
Employment	20-8
CHAPTER 21 PERSONNEL GROUPS	21-1
MISSION	21-1
COMMANDER'S ROLE	21-1
Command and Control	21-1
Corps Personnel Management Center	21-1

	Page
ORGANIZATION AND FUNCTIONS	21-1
Deputy AG/Personnel Operations Division	21-1
Deputy Commander	21-2
S1/Adjutant	21-2
S2/S3 Operations Officer	21-3
S4/Supply Officer	21-3
Headquarters Detachment	21-3
COMMAND AND SUPPORT RELATIONSHIPS	21-3
EMPLOYMENT	21-3
COMMUNICATIONS	21-3
OPERATIONAL SUPPORT	21-3
MOBILITY STATEMENT	21-4
CHAPTER 22 PERSONNEL COMMANDS	22-1
MISSION	22-1
COMMANDER'S ROLE	22-1
Command and Control	22-1
Theater Army Personnel Management Center	22-1
ORGANIZATION AND FUNCTIONS	22-4
Command Section	22-4
Chief of Staff	22-4
Inspector General	22-5
Public Affairs	22-5
S1	22-5
S2/3	22-5
S4	22-5
HHC Commander	22-5
COMMAND AND CONTROL RELATIONSHIPS	22-6
Theater Army Headquarters	22-6
Personnel Group	22-6
US Total Army PERSCOM	22-6
Transportation Command	22-6
Other Organizations	22-6
EMPLOYMENT	22-6
PERSCOM Main and Alternate CPs	22-6
Theater Army Main and Rear CPs	22-7
THEATER ARMY CASUALTY AND RECORDS CENTER	22-7
COMMUNICATIONS	22-8
OPERATIONAL SUPPORT	22-8
MOBILITY STATEMENT	22-8
PART 3 FORCE PROJECTION OF PERSONNEL UNITS AND OPERATIONS	III-1

	Page
Introduction	III-1
CHAPTER 23 DEPLOYMENT	23-1
PLANNING CONSIDERATIONS	23-1
PERSONNEL SUPPORT	23-1
Personnel Readiness Management	23-1
Personnel Accounting and Strength Report Management	23-5
Casualty Operations Management	23-5
Replacement Management	23-5
Personnel Information Management	23-5
Postal Operations Management	23-5
Morale, Welfare, and Recreation and Community Support	23-6
FORCE STRUCTURE	23-6
Personnel Management Centers	23-6
Personnel Services Battalions	23-6
Postal Units	23-6
Replacement Units	23-7
Lead Personnel Group	23-7
Theater PERSCOM	23-7
MILITARY PERSONNEL MOBILIZATION	23-7
CIVILIAN PERSONNEL MANAGEMENT	23-7
CHAPTER 24 REDEPLOYMENT	24-1
PROPONENCY	24-1
OVERVIEW	24-1
OPERATIONAL FOCUS	24-1
Personnel Flow	24-1
Personnel Structure	24-2
RESIDUAL FORCE	24-2
RESPONSIBILITIES	24-2
Unit Commanders	24-2
Battalion S1	24-2
Personnel Services Battalions	24-3
Redeployment Replacement Company	24-3
Personnel Groups	24-3
Designated Redeployment Personnel Group	24-3
Theater PERSCOM	24-3
Theater Deputy Chief of Staff for Personnel	24-3
Sustaining Base	24-3
USTA PERSCOM	24-4
HQDA DCSPER	24-4
CHAPTER 25 DEMOBILIZATION	25-1
PROPONENCY	25-1
OVERVIEW	25-1

	Page
THEATER DEMOBILIZATION ACTIONS	25-2
SUSTAINING BASE PERSONNEL DEMOBILIZATION ACTIONS	25-2
	25-3
MANPOWER	25-3
RESPONSIBILITIES	25-3
Installations	25-3
TRADOC	25-3
FORSCOM	25-3
USTA PERSCOM	25-3
HQDA DCSPER	25-3
CHAPTER 26 SUSTAINING BASE OPERATIONS	26-1
INITIAL FOCUS	26-1
MOBILIZATION	26-1
DEPLOYMENT	26-1
SUPPORTING DEPLOYED UNITS	26-1
SPLIT OPERATIONS	26-1
MANPOWER	26-2
PART 4 OBJECTIVE PERSONNEL DEVELOPMENTS	IV-1
Introduction	IV-1
CHAPTER 27 OBJECTIVE MILITARY PERSONNEL	27-1
INFORMATION REQUIREMENTS	27-1
AUTOMATION	27-1
TASK FORCE MANAGEMENT	27-2
READINESS AND DEPLOYABILITY	27-3
PATIENT ACCOUNTABILITY	27-3
CASUALTY ACCOUNTING	27-3
MAIL ROUTING MANAGEMENT	27-3
POSTAL REDIRECT	27-4
REPLACEMENT MANAGEMENT	27-4
COMMUNICATIONS	27-4
Appendix A UNIT COMMUNICATION REQUIREMENTS	A-1
Appendix B UNIT MOBILITY REQUIREMENTS	B-1
Appendix C UNIT DEFENSE REQUIREMENTS	C-1
Appendix D NON-TOE POSTAL EQUIPMENT	D-1
Appendix E EQUIPMENT	E-1
GLOSSARY	Glossary-1
REFERENCES	References-1
INDEX	Index-1